

The Lean-Quality Newsletter



Vol. 2, No. 11

November 14, 2005

Want to learn more about Lean Six Sigma? Visit the Lean-Quality Dept. page at <http://ihmdnce/LeanQuality/>.

Just a brief forward – I accidentally omitted reporting on some RIEs that occurred over these past few months. I apologize to all the people involved in these efforts.

Executive Planning Sessions (EPSs)

- Preparations are underway for IHDIV's second EPS. A "prep" session was held on 14 November 2005, while the working session is scheduled to occur 28-29 November 2005. The goal of the EPS is to develop a Strategic Lean Improvement Plan (or SLIP), to make improvements to the base and increase customer satisfaction, while achieving our Lean targets. The result of the working session will be a detailed SLIP, that identifies improvement areas with scheduled execution dates.

Rapid Improvement Events (RIEs)

- In my first "d'oh!," I missed reporting an RIE that was conducted in the Project Management area, during 20-24 June 2005. Facilitated by Jon Ross and Damaris Kaminski, Project Management is a common process that impacts multiple programs. Improvements included creating standard work guidelines for project plan development and tracking, developing new training/certification requirements, and providing leadership with recommendations for implementation and process ownership. A major portion of this effort will involve establishment of the Enterprise Project Management (EPM) system, a station-mandated, web-based tool that will provide base-wide project tracking and management. Estimated cost reductions across the multiple programs are approximately \$3.8M.
- In "d'oh²!," I missed reporting an RIE that occurred in the Product Development Process area (another common area) during the week of 12 September 2005. Norman Moore and Jon Ross (and no, I don't have anything against Jon Ross) facilitated this RIE. Accomplishments included creating standard work guidelines and templates for product development and establishing a base-wide repository of product development information. Through these efforts, it was projected that the product development cycle time could be reduced by 25%. Estimated cost reductions across the multiple programs are approximately \$75K in FY06 and \$235K in FY07 through the outyears.
- And finally (d'oh³! – yes, I was having a rough month or two), John Hungerford and Jeff Matteson, with the assistance of BESCORP Sensei Jim Frischenmeyer, conducted an RIE on the Steam Leak Repair Process. A major part of this RIE included performing a 5S exercise on the truck used for repairing steam leaks, and on Building 510 (specifically the storage, office, and refurbishing areas). In addition, the process for reporting steam leaks was streamlined, while major roadblocks were identified for future addressing. Estimated cost reductions realized from this effort were \$207K in FY06 and \$347K in FY07 through the outyears.

- Scott Bumgarner, John Hungerford, and Jim Cardinale, with the assistance of BESCOP Sensei Jim Frischenmeyer, facilitated the first RIE at IHDIV Earle attachment, during 3-7 October 2005. The primary goal of this RIE was to shorten the testing lead time. A major step in accomplishing this goal was through 5S'ing the Test Bay and Mezzanine area. See pictures below.

5S'ing the "Cage" at NSWC Earle Attachment



Before,...



During,...



and After

The team also wrote a test request instruction, which better defined roles and responsibilities of the test and engineering areas. It was estimated that these efforts increased productivity by 10-25%.

- Scott Bumgarner, Damaris Kaminski, and Paula Loucas facilitated an RIE, with the assistance of BESCOP Sensei Jim Frischenmeyer, in the Zuni igniter area during the week of 24 October 2005. During this RIE, two sub-teams were formed, with Cindy Yeager leading/conducting 5S operations on Building 286, and Kelly Armstrong leading igniter production flow improvements. The benefits of both efforts yielded an estimated 41% short-term improvement in productivity and 16% improvement in flow time. Further significant productivity and flow time gains are expected, with estimated cost reductions currently being calculated.
- Karen Burrows and Jeff Matteson facilitated an RIE, with the assistance of BESCOP Sensei Jim Frischenmeyer, on the Common Very Light Weight Torpedo (CVLWT) Safety and Arming (S&A) development process. Improvements included: establishing a program organizational chart with roles and responsibilities; creating a CVLWT website for programmatic and technical information; increasing the tasks supported by E32 such as procurement and inventory management; and establishing a new process for handling receipt of new or changing requirements. A major effort involved 5S'ing the porch in Building 302 to house test equipment and components for CVLWT, producing a dramatic difference (see

photos below). Although estimated cost reductions are currently being calculated, savings yielded by the RIE should offset current year program reductions imposed by the program office, PMS-415.



Before...



and After

Miscellaneous

So, You Want to be a Black Belt?

- With the advancement of two Code C6 Black Belts into other positions, a call was placed for Black Belt nominations, to fill the vacancies in the Lean-Quality Department. For more information, you can view the call on Code C6's Intranet page.

Keep your mind open to change all the time. Welcome it. Court it.

- Dale Carnegie

Questions or Comments? Contact Tracy Widner x2492
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